

only, was conceived as a result of Professor Greyser's conviction: "as a trend-line, there is no question that CEOs and senior management are spending more time dealing with external constituencies and that this activity is of great concern to Boards." Clearly, as public relations is framed in the context of strategic business issues, any stigma that it is a service that "takes marching orders" will disappear.

That these points are clearly understood in the U.K. is made evident by a recent study by British academics in the field of management and public relations which states, "Public relations can, if permitted, play a valuable part in the formulation of corporate policy and strategy...the parameters of public relations are far wider than is generally appreciated."³ Further, one of the study's chief recommendations is that public relations be recognized as a management discipline which should be included in all business strategy and management courses.

With the IABC Research Foundation's pioneering "Excellence" study, the concepts, models, and applications which comprise a more strategic definition of public relations will be available to a broad spectrum of practitioners. Our research demonstrates that public relations professionals are ready to use the "Excellence" study to reorient their own practice.

Carrington Associates plans to conduct a follow-up survey to our recent probe of the New York public relations community in the year 2000. However, we anticipate that it will hardly take ten years for the ideas presented in the "Excellence" study to take root. □

Notes

1. Judith Carrington, "Whither Public Relations: Operational or Strategic?" (New York: Carrington Associates, April, 1991).

2. James E. Grunig, Larissa A. Grunig, David M. Dozier et al, "Excellence in Public Relations and Communications Management: Initial Data Report and Practical Guide," (San Francisco: International Association of Business Communicators Research Foundation, September, 1991).

3. Tim Traverse-Healy et al, "The Place of Public Relations in Management Education," (London: Public Relations Education Trust, May, 1991) page 7.

4. *Ibid.*, page 12.

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- Ideafisher v. 3.1 with Strategic Planning Module*—Fisher Idea Systems Inc., Irvine, Calif., no. 3, p. 4
- Innovative Employee Communication*—New Approaches to Improving Trust, Teamwork and Performance; Alvie R. Smith; Prentice Hall; Englewood Cliffs, N.J., no. 1, p. 7
- International Public Relations*—Joyce Wouters, AMACOM Books, American Management Assn., 135 W. 50th St., New York, N.Y., no. 4, p. 3
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- Strategic Communication—The Art of Making Your Ideas Their Ideas*—Burton Kaplan, HarperBusiness, HarperCollins Publishers, 10 E. 53rd St., New York, N.Y., no. 4, p. 6
- The Marketer's Guide to Public Relations: How Today's Top Companies Are Using the New PR to Gain a Competitive Edge*—Thomas L. Harris, John Wiley and Sons, Inc., Professional Reference and Trade Group, New York, N.Y., no. 2, p. 4

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